

*Student Trainees*

Director of Central Intelligence  
Meeting with Student Trainees (Co-ops)

1 September 1977

Agenda

TOPIC I	Internal Problems (10 minutes)
TOPIC II	Intelligence Community Problems (15 minutes)
TOPIC III	Outreach (10 minutes)
TOPIC IV	Student Training Program (15 minutes)
ADDENDUM	(10 minutes)

I. Internal Problems

A. Low Morale

Problem--Not only is there outside disillusionment with the Agency, there is also internal disillusionment.

- Lack of communication.
- Talk of layoffs and reorganization.
- Isolation of the Office of the Director.
- Lack of downward flow of information.
- Lack of acceptance of some aspects of outreach.
- No means of employee feedback.

Solutions and Recommendations

- Relay reasons for decisions to employees when decision is made
- Expansion of Director's Notes.
- Means of employee feedback - Not a suggestion box, but rather a working committee.

II. Intelligence Community Problems

A. Need to Re-Evaluate Methods of Collection (Scientific)

- Some systems are outmoded.
- Security of existing systems has been compromised in some cases.
- Systems cannot detect new camouflage techniques.

Solutions

- Development of new systems to combat these problems. Open-mindedness is necessary in evaluating new, innovative ideas. (Something along the lines of Project
- More personnel to handle requirements coming into the field. (Field Office)

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B. Contractor Problems

- Contractors need to be re-evaluated for effectiveness, cost.
- Security problems.

Solutions

- Re-evaluate what can be done in-house more effectively than by contractors.
- More analyses can be done in-house; construction, hardware, etc. can be contracted out.
- We do have expertise for many contract projects available in-house.

C. Relationships Between Agencies

- Too much agency competition; infighting; jealousies.
- Too much duplication of effort.
- Not enough flow of information between agencies.

Solutions

- More Inter-Agency communication.
- Inter-Agency discussion/decision groups.
- Sharing of Systems and methods between agencies

### III. OUTREACH

Additions this group would make to Project OUTREACH.

- Community service similar to Dunbar High School project throughout D.C. Area.
- Publicize the fact that the Agency not only protects American way of life, we try to improve it. Publicize other projects in addition to spying (oil studies, agriculture studies, etc.)
- Publicize history of Agency success stories.
- Do an internal film, rather than the 60 Minutes deal, in order to eliminate dramatics inserted by Dan Rather.
- Displays in museums (Smithsonian) rather than building tours at Headquarters to show what the Agency does.
- Publication of technical work by employees with acknowledgement of Agency affiliation.

### IV. Student Training Program

A. There is a Problem with a Lax Time of Three to Nine Months Between the Time a Co-op Graduates and the time he EOD's if he wants to Work with the Agency Full Time.

- Many co-ops take jobs with other organizations because they cannot afford to wait for word on whether they have a job or not.
- No word is given on status of full time job during co-ops senior year. Consequently, they do not know whether to interview other organizations or not.

-- Consequently many co-ops have taken other jobs while waiting on an Agency job. The Agency loses many good employees, as well as the time and money spent while they were students.

-- The Agency should make a greater effort to hire graduating co-ops full time to take advantage of the time and money spent on the program.

- B. A Necessity Was Pointed Out for a Liaison Between the Co-op Office and On-Board Students to Resolve Problems such as Housing, Job Changes, Etc.
- C. Orientation Program should be Established in order to (1) Inform Co-ops about what else is going on in Other Parts of the Agency; and (2) To Inform Other Offices of the Existence of the Co-op Program.
- D. Problem With Co-ops Being on Access List for Vault Security  
-- Co-ops in some cases are not allowed to open and close vaults. In other places they are. General solution to question.
- E. Need for Co-op Program

V. ADDENDUM

- A. A feeling that not enough effort is made on intelligence efforts in free world
- B. Education of employees
  - More OTR tapes on more subjects in order to provide better opportunities to those who want to further their education on their own.
  - Cassettes not available on math, engineering, others.
  - Fitness room needs to be expanded.
- C. Climate Uniformity
  - Many offices are too cold, many too warm. Very few are comfortable.
- D. Civil Service
  - Investigate possibility of easing problems with interagency transfers (i.e. from CIA to other Government agencies).